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MAR 18 1958

## MEMORANDUM FOR THE RECORD

SUBJECT: Junior Officer Trainee Training and Placement

1. I would like to have your reaction to the proposals in this memorandum concerning changes in the present instruction and placement program for JOT's. These changes are based on the following considerations:

(a) An analysis of the present instruction provided JOT's indicates that in general they are being well prepared for their initial assignment but that improvement could be made in both the quality and quantity of the training they receive. Their formal training falls logically into two blocks of instruction. The first is introductory and background training which is a basic requirement for all JOT's and provides general preparation for service as a junior intelligence officer in the DD/I, DD/S and DD/P. The second is specialized training provided selected JOT's who are to be assigned in the Clandestine Services, and the greatest number receive assignments of this kind. This specialized training is designed to prepare the JOT for service as a junior case officer.

(b) After serious consideration, we have concluded that by the establishment of an extended and consolidated program each of these blocks of instruction can be improved. As a corollary to a more extended formal training period, more discriminating use can be made of assessment and training evaluation data in selecting the proper assignment for the JOT.

(c) By an extension of the first block of instruction (for all JOT's) for an additional six or seven weeks, the JOT will become more thoroughly grounded in the fundamental skills of an intelligence officer.

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(d) While the JOT is undergoing his formal training, we would like to include a twenty-week separate block of language training for all JOT's in either Russian, German, Spanish or French. We can thus insure that the development of this skill is not overlooked. By treating language training as a separate block of instruction, the desired flexibility in scheduling can be maintained in the program.

(e) While the present sixteen-weeks Operations Course represents a marked improvement over previous tradecraft instruction, it has become apparent that more time is required for this course. I would like to see at least an additional eight weeks added to the training for JOT's preparing for case officer assignments. This would permit additional time for practical training in the complicated and sophisticated aspects of case officer responsibilities in the PP field as well as instruction in the clandestine collection of scientific and technical intelligence, and training in depth in some of the more important TSS activities.

(f) The detailed content of the proposed extended course has not yet been completed but we believe that a course of approximately forty-five weeks will be proposed in addition to the twenty weeks of language training.

2. Heretofore, there has been no fixed date for the entry of JOT's into the Program. In most instances this has worked satisfactorily. However, completion of formal training or return from military duty has occurred on a month-to-month basis necessitating piecemeal planning throughout the year for JOT absorption into work assignments. We have learned by experience that when we interrupt the formal training of a JOT to give him on-the-desk experience it has been difficult to bring him back for additional formal training. This is because of the JOT's performance; he rapidly becomes an important and sometimes "indispensable" member of the operating component.

3. On Thursday, 6 March, [REDACTED] suggested that recruitment in the JOT Program be slowed down until the overvelling

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situation within the DD/P can be reduced to manageable proportions. The Clandestine Services personnel situation has been aggravated by the return of overseas personnel and the increasingly low attrition among professional employees. At this time, assimilation of the JOT to the Clandestine Services is becoming increasingly difficult because these newcomers are in direct competition with experienced returnees. By the extension of the formal training program for JOT's, sufficient time should accrue to permit normal attrition and selection of processes to operate and thereby ease this situation. There are eighty Junior Officer Trainees at various stages of their on-the-job training at the present time for whom final assignments within the DD/P are yet to be made. Negotiations between the JOTP Staff and DD/P officials have been directed toward the assimilation of this group by 1 September 1959.

4. We would like to initiate this fall, an extended and consolidated training program for those JOT's who are to EOD between now and 1 September. Selected JOT's who are presently in formal training assignments and those who will return this summer after finishing their military training will also be included. These individuals would, for the most part, not be ready for assimilation in the DD/P until after 1 January 1960.

5. Beginning in 1959, we would plan to enter JOT's on a semi-annual basis and put them through their formal training in groups, according to a systematic schedule. We can then project the date on which these groups will be ready for placement in Agency components. Our present thinking is that a total number of sixty-five per year would be manageable.

6. I would like to have your early reaction to these proposals because a great many details still remain to be worked out if these changes are to be put into effect.

MATTHEW BAIRD  
Director of Training

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